

**JAMAICA**  
**KINGSTON URBAN RENEWAL**  
**(TC9710238JA)**  
**EXECUTIVE SUMMARY**

**Requester:** Government of Jamaica and the Kingston Restoration Company (KRC)

**Executing agency:** KRC

<b>Amount and Source:</b>	IDB: (FSO non-reimbursable)	US\$	1,200,000
	Local:	US\$	300,000
	Total:	US\$	1,500,000

**Terms:** Execution Period: Thirty six (36) Months

Disbursement Period: Forty two (42) Months

**Objectives:** The overall goal of the project is to contribute to the improvement of the quality of life in inner-city Kingston through the design and implementation of strategies for the regeneration of poor communities. The purpose of the project is to enhance the social and economic welfare of the communities in the distressed Central Kingston neighborhood.

Specific project objectives are: (i) to support public involvement processes and strengthen community-based organizations (CBOs); (ii) to upgrade the housing and environmental conditions; (iii) to foster employment opportunities and business activities; and (iv) to identify and disseminate innovative strategies and instruments for regeneration of other urban communities in Jamaica.

In order to maximize impact with the limited available resources, the project combines two strategic concepts. First, an integrated approach to neighborhood upgrading, comprising multisectoral activities to tackle the multiple factors at the base of social marginalization and neighborhood decay. Second, the spatial concentration of project activities in two discrete urban corridors located in the Southside and Tel Aviv areas of Central Kingston.

The attainment of project objectives will be supported by the experience accumulated in the target neighborhood by the Kingston Restoration Company (KRC), the project's executing agency. During the last ten years, KRC has undertaken activities in the area that, ranging from commercial building restoration to social sector activities, have contributed to make KRC an active player in the community and a credible interlocutor within the neighborhood informal power structure, thereby establishing critical preconditions for effective implementation.

**Description:**

The project comprises four components:

**Component 1. Community sensitization and organization (US\$120,000)**

The component is aimed at working with the communities to analyze the problems and identify strategies for achieving and maintaining positive changes. The specific activities include: (i) the identification of active CBOs and community leaders and the establishment of an “umbrella” organization for these actors, including the set-up of facilities for its operations; (ii) the implementation of capacity building workshops and training events geared toward CBO institutional strengthening; (iii) the preparation of an action plan and the execution of quick-implementation initiatives (i.e. NOW projects) generated through a participatory “visioning” process; and (iv) the provision of training and assistance in mediation and dispute resolution.

**Component 2. Shelter and environment (US\$400,000)**

This component is focused on improvement of the urban environment and on fostering the provision of affordable shelter solutions. Specific activities include: (i) the support of environmental upgrading initiatives, such as the improvement of solid waste management and sanitation, and the clearing of vacant sites for recreational and socialization purposes; (ii) the provision of technical and financial assistance to legal residents and home owners for the restoration and maintenance of derelict dwellings; (iii) the completion of surveys and the provision of technical and legal assistance for the regularization of land tenure; and (iv) the design of viable financing mechanisms for affordable housing solutions and the identification of cost effective construction systems.

**Component 3. Economic development (US\$520,000)**

This component is aimed at identifying and implementing initiatives for skills acquisition and employment generation and business support. Specific activities include: (i) the set up of a neighborhood Business Development Center; (ii) the design and implementation of training courses and apprenticeship schemes; (iii) the provision of basic services to micro and small enterprises; and (iv) the completion of two studies to define skill demand for residents and business opportunities in the neighborhood.

**Component 4. Institutional capacity building and dissemination. (US\$80,000)**

This component is focused on the identification of best practices and innovative strategies for neighborhood regeneration and their

dissemination among Jamaican CBOs, non-governmental organizations (NGOs) and other public and private institutions. Specific activities include: (i) the organization and delivery of seminars and workshops on urban renewal best practices and lessons learned with national and international participation; and (ii) the production, publication and distribution of “How to” materials.

**Environmental/  
social review:**

In its meeting held on February 25, 2000, the CESI considered the project profile, providing recommendations that have been incorporated into project design.

**Benefits and  
beneficiaries:**

The direct beneficiaries of the project will be the approximately 8,000 residents living in the Central Kingston neighborhood. Project benefits include improvements in socioeconomic and environmental conditions (e.g. increase in employment and in commercial activities; reduction in domestic violence; upgrade of household sanitation; and conversion of vacant sites into recreational areas.)

Also, private and public sector organizations working in community development and urban revitalization will benefit from the training, capacity-building and dissemination activities. Finally, an additional output of the project will consist in the piloting and demonstration effects that may inform larger scale country initiatives to be further developed by other private organizations and public institutions.

**Risks:**

The integrated strategy for neighborhood regeneration underpinning this project accounts for the relatively high number of proposed activities and their diversification across several sectors. This presents the risk of fragmenting and decreasing project impact in a series of disconnected actions. This risk is mitigated by the spatial concentration of actions in two well-defined corridors (Law Street and Barry Street) within Central Kingston as well as by KRC proved experience in the planning, management and implementation of detailed action plans.

This approach also poses some risks in terms of coordination. In order to achieve the desired impact, project execution will require effective mechanisms organizing the involvement of the numerous community, business, and institutional actors. This risk is mitigated by the institutional agreements and commitments already reached by KRC with community organizations as well as public and private institutions that will be involved in the project and, in some cases, participate as active members in the project Steering Committee.

Violence and urban unrest have long been present in Jamaica, particularly in the areas targeted by the project. So far, KRC has

been able to gain access to these neighborhoods and earn the trust of the residents as a politically neutral organization. However, this situation may worsen for unexpected factors, resulting in an increase in violence and a denial of ready access into the neighborhoods by the project staff, contractors and affiliated programs. This risk could very seriously impede execution. KRC will mitigate this risk by implementing community sensitization and organization strategies designed to involve residents with tangible physical results in order to sustain credibility and interest in participating in community renewal.

**Bank's country  
and sector  
strategy:**

The Bank's strategy for Jamaica has two overriding objectives. The first is to help establish satisfactory macroeconomic conditions. The second is to promote an improved environment for long-term private sector-led growth and development. The proposed operation is fully consistent with this second objective, particularly in light of its intention to help foster favorable conditions for business activity, to reduce violence, to deliver basic services, and to improve housing and other social conditions.

**Special  
contractual  
conditions:**

Prior to the first disbursement of the Bank's contribution of resources, KRC must submit to the Bank's satisfaction:

- (i) Evidence that the project coordinator and administrative assistant have been contracted;
- (ii) Evidence that the appropriate account has been established to receive the funds from the Bank;
- (iii) Evidence that the Project Steering Committee has been established and is fully operational.
- (iv) The final version and Bank approval of the Project Execution Guidelines.

**Exceptions to  
Bank policy:**

None

**Procurement:**

All equipment, construction work, and other goods and services needed to achieve the project objectives will be carried out in conformity with the Bank's relevant procedures, standards and policies. The type and quantities of goods and services to be acquired are listed in the project Procurement Plan (Annex II). International competitive bidding will be followed for purchase transactions of more than US\$250,000 for the procurement of goods and related services. Bids below this monetary threshold will be effected in accordance with local legislation. Consultant services will be hired in accordance with Bank procedures.